



**Manpower Standard**

**★ SQUADRON COMMANDER'S SUPPORT STAFF**

★ This Air Force Manpower Standard (AFMS) quantifies the manpower required to accomplish the tasks described in the process oriented description for varying levels of workload. This AFMS is applicable to all squadrons and numbered flights. This AFMS provides the manpower needed for the Squadron Commander's Support Staff during peacetime. This standard does not apply to medical squadrons. It does not apply to locations that have completed a cost comparison study and remained in-house. A negative variance should be developed to account for any processes performed by contract manpower equivalents (CMEs). The policy and guidance for the operation of the Squadron Commander's Support Staff are derived from numerous Air Force publications. The majority are contained in, but not limited to, the 4, 30, 35, 36, 37, 39, 50 and 205 series. This AFMS was developed in accordance with policies and procedures contained in AFMAN 38-208, *Air Force Management Engineering Program (MEP)*. Send comments and suggested improvements on AF Form 847, **Recommendation for Change of Publication**, through channels, to AFMEA/AEDC, 550 E Street East, Randolph AFB, Texas, 78150-4451.

**★ SUMMARY OF CHANGES**

This AFMS supersedes AFMS XXX0, 4 February 1994. It implements format changes to comply with SAF requirements. The revisions include minor administrative changes in the overall layout of the AFMS and conversion to a Word for Windows format. This revision changes the manpower tables to eliminate AFSC substitution, lowered the threshold for earning a TSgt 3S071, added a requirement table for Squadron Commander, provides flexibility for commander's grade, provides a MAJCOM option on First Sergeant threshold, provides credit for full-time equivalent nonappropriated fund (NAF) personnel, and includes changes and additional variances to Attachment 2, Variances. Variance A2.11, Positive Mission Variance for a TSgt, 3A071, is revised to include missile and space operations squadrons and operations support squadrons that do not earn a squadron section commander. Variances A2.12, A2.13, A2.14, A2.15, A2.16, A2.17, A2.18, A2.19, and A2.20 are added. Changes are identified with a star (★).

**1. Responsibility Statement.** The Squadron Commander's Support Staff is responsible for the day-to-day management and support to the Squadron Commander. The specific position responsibilities are:

**1.1. Commander.** Provides leadership, discipline, morale, welfare, health, and training of assigned personnel. Manages required resources to meet mission requirements. Interprets directives, orders, and regulations. Formulates plans and policies. Convenes and appoints boards. Coordinates and interfaces with other agencies, as required. Maintains and enforces standards.

**1.2. Section Commander.** Oversees welfare, morale, and health of personnel and advises commander of trends. Manages Commander's Support Staff personnel and functions. Administers nonjudicial, judicial, and administrative actions. Responsible for unit programs and special projects, as directed by the commander.

**1.3. First Sergeant.** Works directly with the commander, supervisors, and unit members to ensure discipline is equitably maintained, and morale, welfare, and health needs of the enlisted force are met. Exercises general supervision over all unit enlisted personnel. Focal point within a unit for all matters concerning the enlisted personnel. Advisor on personnel programs, career progression, promotion issues, family needs, financial matters,

family and dormitory housing, details, Professional Military Education (PME), and recognition programs. Central point between the unit and all other installation agencies.

**2. Core Composition.** This AFMS quantifies the core manpower necessary for any Squadron Commander's Support Staff having a population of 200 authorizations.

**2.1. Core Manpower Required.** 5.

**2.2. Core Range.** 2-15.

**2.3. Programming Factor.** Population supported.

**3. Standard Data:**

**3.1. Approval Date.** 8 July 1996.

**3.2. Man-hour Data Source.** Expert Team Workshop.

**3.3. Man-hour Equation.** See Application Instructions, paragraph 4.

**3.4. Workload Factors:**

**3.4.1.. Title.** Total Authorized Officer Population Supported

**3.4.1.1. Definition.** Total authorized (funded) officer population for the unit(s) supported.

**3.4.1.2. Source.** Unit Manpower Document (UMD), File Part A, Unit Recap Section Authorized Officer Total fourth fiscal quarter for the units supported and Air Education and Training Command's SMART System--the programmed officer student entries (PCS, pipeline, TDY) for initial skills and supplemental training--when applicable.

**3.4.2. Title.** Total Authorized Enlisted Population Supported

**3.4.2.1. Definition.** Total authorized (funded) enlisted population for the unit(s) supported.

**3.4.2.2. Source.** Unit Manpower Document (UMD), File Part A, Unit Recap Section Authorized Enlisted Total fourth fiscal quarter for the units supported and Air Education and Training Command's SMART System--the programmed enlisted student entries (PCS, pipeline, TDY) for initial skills and supplemental training--when applicable.

**3.4.3.. Title.** Total Authorized Appropriated Fund Civilian Population Supported

**3.4.3.1. Definition.** Total authorized (funded) appropriated fund civilian population for the unit(s) supported.

**3.4.3.2. Source.** Unit Manpower Document (UMD), File Part A, Unit Recap Section Authorized Civilian Total fourth fiscal quarter for the units supported and Air Education and Training Command's SMART System--the programmed appropriated fund civilian student entries (PCS, pipeline, TDY) for initial skills and supplemental training--when applicable.

**3.4.4. Title.** Average Yearly Full-Time Equivalent Nonappropriated Fund Civilian Population Supported

**3.4.4.1. Definition.** Average yearly full-time equivalent nonappropriated fund civilian population for the unit(s) supported.

**3.4.4.2. Source.** Services Squadron Resource Management Office, NAF Payroll Listing Report, PCN: SHO-85-106, NAF FMB Total Page. Follow steps outlined below:

**3.4.4.2.1. Step 1.** Add together the total regular hours and total adjusted hours for of the 26 pay periods of the previous year.

**3.4.4.2.2. Step 2.** Aggregate the hours determined in Step 1.

**3.4.4.2.3. Step 3.** Divide the aggregate hours determined in Step 2 by the full-time equivalent availability factor obtained from the Services Squadron RMO. The result of this division is the full-time equivalents for the previous year.

**3.5. Points of Contact:**

**3.5.1. AFMEA Representative.** MSgt Eileen Durham, AFMEA/AEDC, DSN 487-5911.

**3.5.2. Functional Representative.** Major Kevin Norton, HQ USAF/PER, DSN 223-4156.

**4. Application Instructions:**

4.1. **Determine Supported Units.** Some squadrons are directed to provide support for other units without orderly rooms. These include group or wing commander's support staffs and other staff functions who report directly to the group or wing commander. All squadrons will service themselves. Consult with the Squadron Commander's Support Staff officer-in-charge (OIC) or noncommissioned-officer-in-charge (NCOIC) to determine the personnel accounting symbol (PAS) codes of supported units. When the Squadron Commander's Support Staff supports more than one unit, ensure that all supported authorizations are counted.

4.2. **Squadron Commander Grade Determination:**

4.2.1. **Step 1.** Total authorized (funded) population supported. Add together the total authorized (funded) officer, enlisted, and appropriated fund civilian for the fourth fiscal quarter for the unit(s) supported and the average yearly full-time equivalent nonappropriated fund civilian population for the unit(s) supported.

★4.2.2. **Step 2.** Determine the grade of the Squadron Commander applicable to the total authorized population supported from Table 1, Squadron Commander. For a squadron that requires a higher grade for the commander based on mission responsibility and not population will be determined by MAJCOM approval. Examples of higher grade requirements are operations, logistics, and direct mission support (i.e., communications, weather, intelligence, and security) squadrons. Also, commander grades of a composite squadron with multiple disciplines may be based on complexity not population. Colonel requirements will not be earned through this process. Colonel requirements will be approved through the USAF Colonel validation process.

4.2.3. **Step 3.** Determine the appropriate AFSC for the mission of the squadron. Rated AFSCs as commander will be authorized only in operational and operational support squadrons. Operational support squadrons will have only one rated AFSC as either the commander or operations officer.

TABLE 1 SQUADRON COMMANDER	
Population Range	Required Grade
0 - 50	Captain
51 - 200	Major
200 +	Lieutenant Colonel

4.3. **Squadron Section Commander Determination:**

4.3.1. **Step 1.** Total military authorized (funded) population supported. Add together the total authorized (funded) officer and enlisted population for the fourth fiscal quarter for the unit(s) supported. The Squadron Section Commander is earned strictly on authorized military population.

4.3.2. **Step 2.** Determine the grade of the Squadron Section Commander applicable to the total authorized officer and enlisted population supported from Table 2, Squadron Section Commander Grade and AFSC.

TABLE 2 SQUADRON SECTION COMMANDER		
Population Range	Required Grade	AFSC
0 - 250	None	
251 - 400	Lieutenant	C36P3
401 +	Captain	C36P3

**NOTE:** Organizations (Air Force Elements) authorized a Squadron Section per AFI 38-101, *Air Force Organization*, do not need to meet the 250 military population to earn a Squadron Section Commander (LT C36P3).

4.4. **First Sergeant Requirement Determination:**

★4.4.1. **Step 1.** Total enlisted authorized (funded) population supported. Add together the total authorized (funded) enlisted population for the fourth fiscal quarter for the unit(s) supported. The First Sergeant is earned strictly on enlisted population that must be greater than 75. **NOTE:** AF/PER approved an AF/CCC request for a temporary variance to the 75 enlisted threshold until AFMEA determines a more appropriate number of enlisted authorizations

to earn a First Sergeant. For three years from date of AFMS approval or the approval of the AFMEA study, squadron commanders may elect to convert an existing unit E-7 requirement and authorization to an E-7 8F000 First Sergeant authorization. .

- ★4.4.2. **Step 2.** Determine the First Sergeant requirement applicable to the total authorized (funded) enlisted population supported from Table 3, First Sergeant. **NOTE:** Units greater than 800 enlisted funded authorizations earn an additional 3A071 to work for the First Sergeant.

TABLE 3 FIRST SERGEANT		
Population Range	Required Grade	AFSC
0 - 75	None	
76 - 250	MSG	8F000
251 - 550	SMS	8F000
551 - 800	CMS	8F000
801+	CMS	8F000
	TSG	3A071

**4.5. Information Management and Personnel Requirements Determination:**

4.5.1. **Step 1.** Total military authorized (funded) population supported. Add together the total authorized (funded) officer and enlisted population for the fourth fiscal quarter for the unit(s) supported.

4.5.2. **Step 2.** Adjusted appropriated fund civilian authorized (funded) population supported. Adjust the appropriated fund civilian authorized (funded) population for the fourth fiscal quarter for the unit(s) supported by multiplying by 0.25.

- ★4.5.3. **Step 3.** Adjusted full-time equivalent nonappropriated fund civilian population supported. Adjust the full-time equivalents nonappropriated fund civilian population supported obtained in paragraph 3.4.4.2.3 by multiplying by 0.25.

- ★4.5.4. **Step 4.** Adjusted authorized (funded) population supported. Add together the total military authorized (funded) population supported, Step 1, the adjusted appropriated fund civilian authorized (funded) population supported, Step 2, and the adjusted full-time equivalent NAF civilian population supported, Step 3, and round up to the next whole number.

4.5.5. **Step 5.** Determine the Information Management and Personnel requirements applicable to the adjusted authorized (funded) population supported, Step 4, from Table 4, Information Management and Personnel.

TABLE 4 INFORMATION MANAGEMENT AND PERSONNEL							
Population Range	Information Management			Personnel			Total Requirement
	Grade	AFSC	Requirement	Grade	AFSC	Requirement	
0 - 50	SSG	3A051	1				1
51 - 100	SRA	3A051	1	SSG	3S051	1	2
101 - 400	SRA	3A051	1	SSG	3S051	1	3
				SRA	3S051	1	
401 - 700	SRA	3A051	1	TSG	3S071	1	4
				SSG	3S051	1	
				SRA	3S051	1	
701 - 1000	SSG	3A051	1	TSG	3S071	1	5
				SSG	3S051	1	
				SRA	3S051	2	
1001 - 1300	SSG	3A051	1	TSG	3S071	1	6
				SSG	3S051	1	
				SRA	3S051	2	
				A1C	3S031	1	

1301 - 1600	SSG	3A051	1	TSG	3S071	1	7
				SSG	3S051	1	
				SRA	3S051	2	
				A1C	3S031	2	
1601 - 1900	SSG	3A051	1	TSG	3S071	1	8
				SSG	3S051	1	
				SRA	3S051	3	
				A1C	3S031	2	

**NOTE:** Additional requirements generated by variances will be Personnel AFSC 3S0X1 authorizations, except for those variances that are Grade- and AFSC-specific. If the core requirement plus the variances equals 8, the additional requirement will be an A1C, 3S031. If the core requirement plus variances equals 9, the additional requirements will be an A1C, 3S031, and a SRA 3S051.

#### 4.6. Variance Application:

4.6.1. **Step 1.** Adjusted Information Management and Personnel Core Requirement. Determine the Information Management and Personnel total core requirement, Information Management and Personnel Table, Total Requirement Column. Subtract 0.64 from total core requirement of 5 or more. (Core requirement of 5 manpower equivalents has an extra workload capability of 0.64 built in, since the actual process requirements total 4.36.)

4.6.2. **Step 2.** Variance. Determine the manpower requirement for each approved variance. Add all fractional manpower requirements variance to obtain the total fractional variance requirement. **NOTE:** A whole requirement for a variance has a grade and Air Force Specialty Code already assigned.

4.6.3. **Step 3.** Determine total manpower requirement. Add together the adjusted core requirement (Step 1) and the total fractional variance requirement (Step 2). Round to the next whole number. Use the Information Management and Personnel Table Total Requirements column to determine the grades and AFSCs.

**5. Statement of Conditions.** The Core Squadron Commander's Support Staff will have Personnel Concept III (PC-III) capabilities and support 200 military personnel. It will be the central point for distribution of squadron administrative communications, and will perform unit Functional Area Records Manager (FARM) and Customer Account Representative (CAR) duties. It will be the central processing point for all squadron personnel actions. It will not be a "typing pool" for other work center routine administrative communications, i.e., evaluations, decorations, letters, messages, etc. The Squadron Commander's Support Staff will be collocated with the commander. All operational training is not a function of the Squadron Commander's Support Staff. The mission support, operations support, or logistics support squadron will provide administrative personnel support, FARM, and CAR support to the appropriate group staff.

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#### Attachments

1. Process Oriented Description
2. Variances
3. Process Analysis Summary

**PROCESS ORIENTED DESCRIPTION****SQUADRON COMMANDER'S SUPPORT STAFF****A1.1. PROVIDES CUSTOMER ASSISTANCE (VISITORS, APPOINTMENTS, PC-III CUSTOMER SERVICE LOGONS, INQUIRIES, OR PHONE CALLS OTHER THAN THOSE WITHIN OTHER PROCESSES):**

- A1.1.1. ACKNOWLEDGES VISITOR OR ANSWERS PHONE.
- A1.1.2. ANSWERS INQUIRY.
- A1.1.3. REFERS TO APPROPRIATE PERSON OR PLACE.
- A1.1.4. SCHEDULES APPOINTMENT, IF REQUIRED.
- A1.1.5. ESCORTS VISITOR, IF REQUIRED.

**A1.2. MANAGES UNIT ADMINISTRATIVE COMMUNICATIONS:**

- A1.2.1. RECEIVES INCOMING UNIT COMMUNICATIONS (MANUAL AND ELECTRONIC).
- A1.2.2. PREPARES OUTGOING COMMUNICATIONS (LETTER, MEMO, MESSAGE).
- A1.2.3. CONTROLS OUTGOING ACCOUNTABLE COMMUNICATIONS.
- A1.2.4. HAND CARRIES MESSAGES TO AND FROM COMMUNICATION CENTER.
- A1.2.5. MAINTAINS FILES.

**A1.3. MANAGES UNIT LEAVE PROGRAM:**

- A1.3.1. RECEIVES, OPENS, AND CLOSSES BLOCKS OF LEAVE NUMBERS.
- A1.3.2. ESTABLISHES LEAVE CONTROL ROSTER.
- A1.3.3. OBTAINS LEAVE CONTROL NUMBER.
- A1.3.4. OBTAINS REGISTER FROM FILE.
- A1.3.5. COUNSELS MEMBER ABOUT SPECIAL REQUESTS (PERMISSIVE TDY, EMERGENCY LEAVE, TERMINAL LEAVE, ETC.).
- A1.3.6. ASSIGNS LEAVE CONTROL NUMBER.
- A1.3.7. PREPARES LEAVE CONTROL REGISTER.
- A1.3.8. ESTABLISHES AND MONITORS SUSPENSE FOR RETURN OF PART III.
- A1.3.9. RECEIVES, REVIEWS, POSTS, AND UPDATES DAILY REGISTER OF TRANSACTION (DROT) FROM AFO.
- A1.3.10. NOTIFIES AFO OF ERROR.

**A1.4. PROCESSES EVALUATIONS:**

- A1.4.1. RECEIVES REPORT ON INDIVIDUAL PERSON (RIP), VERIFIES INFORMATION, AND ANNOTATES DATE RECEIVED.
- A1.4.2. ESTABLISHES AND MONITORS SUSPENSE.
- A1.4.3. RECEIVES AND REVIEWS FOR CONTINUITY AND ACCURACY.
- A1.4.4. RETURNS TO RATER TO CORRECT MINOR ERRORS.
- A1.4.5. PREPARES ADDITIONAL RATER AND REVIEWER COMMENTS.
- A1.4.6. ENSURES FIRST SERGEANT AND COMMANDER REVIEW.
- A1.4.7. FORWARDS TO MPF AND CLEARS SUSPENSE.
- A1.4.8. FORWARDS PERFORMANCE FEEDBACK WORKSHEET (PFW) NOTICE TO RATERS AND RATEES.
- A1.4.9. SUSPENSES PFW FOR RETURN AND FILING.
- A1.4.10. PROVIDES TRAINING AND ADVICE ON REFERRAL EVALUATIONS.
- A1.4.11. AUDITS TRANSACTION REGISTER.

**A1.5. INPROCESSES PERSONNEL:**

- A1.5.1. RECEIVES AND PROCESSES ALLOCATION.
- A1.5.2. CREATES A PERSONNEL INFORMATION FILE (PIF).
- A1.5.3. PREPARES COMMANDER'S WELCOME LETTER.
- A1.5.4. PREPARES SPONSOR KIT.
- A1.5.5. MAILES LETTER AND KIT.
- A1.5.6. UPDATES SPONSOR INFO, DUTY SECTION, AND PHONE NUMBER IN PCIII.

- A1.5.7. WEIGHS MEMBER (AND MEASURES BODY FAT, IF APPLICABLE).
- A1.5.8. LOGS NEW MEMBER ONTO UNIT DUTY ROSTER AND PERSONNEL LOCATOR FILE.
- A1.5.9. FILES ORDER IN PIF.
- A1.5.10. PROVIDES UNIT INPROCESSING CHECKLIST AND BRIEFS MEMBER.
- A1.5.11. NOTIFIES MEMBER OF MPF INPROCESSING DATE.
- A1.5.12. NOTIFIES SUPERVISOR AND SPONSOR OF MEMBER'S ARRIVAL.
- A1.5.13. HANDS OUT PATCHES AND HAT.
- A1.5.14. DETERMINES DEPENDENT CARE STATUS AND SETS UP APPOINTMENT WITH FIRST SERGEANT AND COMMANDER, IF APPLICABLE.
- A1.5.15. PROCESSES REQUEST FOR BASIC ALLOWANCE FOR SUBSISTENCE (BAS).
- A1.5.16. PREPARES AND FORWARDS LETTER TO ADD MEMBER TO SUBSISTENCE IN KIND ROSTER MAINTAINED BY SERVICES, IF APPLICABLE.
- A1.5.17. SCHEDULES APPROPRIATE APPOINTMENTS WITH COMMANDER AND FIRST SERGEANT.
- A1.5.18. SCHEDULES UNIT ORIENTATION.
- A1.5.19. TAKES ATTENDANCE.
- A1.5.20. FILES CHECKLIST IN PIF.
- A1.5.21. AUDITS TRANSACTION REPORT.

**A1.6. PROCESSES ADMINISTRATIVE AND DISCIPLINARY ACTIONS:**

- A1.6.1. PROCESSES NONJUDICIAL ACTION (ARTICLE 15):
  - A1.6.1.1. RECEIVES OR PICKS UP INITIATING DOCUMENTATION.
  - A1.6.1.2. GIVES TO COMMANDER FOR REVIEW.
  - A1.6.1.3. ORDERS AUTOMATED MILITARY JUSTICE RECORD (AMJAM).
  - A1.6.1.4. HAND CARRIES TO JA FOR SPECIFICATION SHEET (IF NOT ALREADY AT LEGAL OFFICE).
  - A1.6.1.5. PREPARES ARTICLE 15 FORM.
  - A1.6.1.6. GIVES TO COMMANDER OR FIRST SERGEANT FOR REVIEW.
  - A1.6.1.7. SCHEDULES AND NOTIFIES MEMBER OF INITIAL APPOINTMENT WITH COMMANDER.
  - A1.6.1.8. PREPARES COPIES FOR MEMBER.
  - A1.6.1.9. SCHEDULES AND NOTIFIES MEMBER OF APPOINTMENT WITH AREA DEFENSE COUNCIL, IF NECESSARY.
  - A1.6.1.10. SCHEDULES AND NOTIFIES MEMBER OF APPOINTMENT WITH COMMANDER FOR ANSWER.
  - A1.6.1.11. FORWARDS DOCUMENTS TO LEGAL OFFICE IF MEMBER REFUSES ARTICLE 15 OR APPEALS PUNISHMENT.
  - A1.6.1.12. PREPARES PUNISHMENT NOTIFICATION FOR COMMANDER.
  - A1.6.1.13. SCHEDULES AND NOTIFIES MEMBER OF APPOINTMENT WITH COMMANDER.
  - A1.6.1.14. PREPARES COPIES FOR MEMBER, FILES, ETC.
  - A1.6.1.15. CREATES UIF, IF NECESSARY.
  - A1.6.1.16. HAND CARRIES TO APPROPRIATE AGENCY FOR PROCESSING.
  - A1.6.1.17. FILES COPIES.
  - A1.6.1.18. AUDITS TRANSACTION REGISTER.
- A1.6.2. PROCESSES ADMINISTRATIVE ACTIONS (ABSENT WITHOUT LEAVE, LETTER OF INDEBTEDNESS, REMISSION OF DEBT, TRAFFIC TICKET, DISHONORED CHECK, LETTER OF REPRIMAND, CLAIM FOR SUPPORT, PATERNITY CLAIM, AND OTHER CONTROL ROSTER ACTION):
  - A1.6.2.1. RECEIVES NOTIFICATION.
  - A1.6.2.2. PREPARES DOCUMENTATION WITH ATTACHMENTS.
  - A1.6.2.3. GIVES TO COMMANDER OR FIRST SERGEANT FOR REVIEW.
  - A1.6.2.4. HAND CARRIES TO APPROPRIATE AGENCY FOR REVIEW, IF NECESSARY.
  - A1.6.2.5. SCHEDULES AND NOTIFIES MEMBER OF INITIAL APPOINTMENT WITH COMMANDER OR FIRST SERGEANT.
  - A1.6.2.6. GIVES PACKAGE TO COMMANDER OR FIRST SERGEANT.
  - A1.6.2.7. SCHEDULES AND NOTIFIES MEMBER OF FOLLOW-UP APPOINTMENT WITH COMMANDER OR FIRST SERGEANT.
  - A1.6.2.8. MAKES COPIES.
  - A1.6.2.9. CREATES UIF, IF NECESSARY.

A1.6.2.10. FORWARDS TO APPROPRIATE AGENCY.  
A1.6.2.11. FILES COPIES.  
A1.6.2.12. AUDITS TRANSACTION REGISTER.  
A1.6.3. PROCESSES ADMINISTRATIVE DISCHARGE:  
A1.6.3.1. RECEIVES DIRECTION.  
A1.6.3.2. RESEARCHES PROCEDURE.  
A1.6.3.3. HAND CARRIES TO MPF.  
A1.6.3.4. GATHERS APPROPRIATE DATA.  
A1.6.3.5. MAKES COPIES OF SUPPORTING DOCUMENTATION.  
A1.6.3.6. REQUESTS AND PREPARES AMJAM.  
A1.6.3.7. PREPARES DRAFT PACKAGE WITH ATTACHMENTS.  
A1.6.3.8. TAKES TO COMMANDER OR FIRST SERGEANT FOR REVIEW.  
A1.6.3.9. HAND CARRIES TO JA FOR REVIEW.  
A1.6.3.10. HAND CARRIES TO MPF FOR COORDINATION.  
A1.6.3.11. PREPARES IN FINAL.  
A1.6.3.12. SCHEDULES AND NOTIFIES MEMBER OF INITIAL APPOINTMENT WITH COMMANDER.  
A1.6.3.13. GIVES PACKAGE TO COMMANDER.  
A1.6.3.14. PREPARES COPIES FOR MEMBER, FILES, ETC.  
A1.6.3.15. SCHEDULES AND NOTIFIES MEMBER OF APPOINTMENT WITH AREA DEFENSE COUNCIL, IF NECESSARY.  
A1.6.3.16. SCHEDULES AND NOTIFIES MEMBER OF SEPARATION PHYSICAL.  
A1.6.3.17. SCHEDULES AND NOTIFIES MEMBER OF FOLLOW-UP APPOINTMENT WITH COMMANDER.  
A1.6.3.18. PREPARES OTHER REQUIRED DOCUMENTATION (ADMIN HOLD, TEMPORARY ID, SECURITY CLEARANCE AND LINE BADGE RETRIEVAL, AFO NOTIFICATION).  
A1.6.3.19. PREPARES COPIES OF ACKNOWLEDGMENTS.  
A1.6.3.20. HAND CARRIES TO APPROPRIATE AGENCY.  
A1.6.3.21. FILES UNIT COPIES.  
A1.6.3.22. AUDITS TRANSACTION REPORT.  
A1.6.4. PROCESSES ADMINISTRATIVE DEMOTION:  
A1.6.4.1. RECEIVES DIRECTION.  
A1.6.4.2. RESEARCHES PROCEDURE.  
A1.6.4.3. PREPARES DRAFT PACKAGE WITH ATTACHMENTS.  
A1.6.4.4. GIVES TO COMMANDER OR FIRST SERGEANT FOR REVIEW.  
A1.6.4.5. HAND CARRIES TO JA FOR REVIEW.  
A1.6.4.6. HAND CARRIES TO MPF FOR COORDINATION.  
A1.6.4.7. PREPARES IN FINAL.  
A1.6.4.8. SCHEDULES AND NOTIFIES MEMBER OF INITIAL APPOINTMENT WITH COMMANDER.  
A1.6.4.9. GIVES PACKAGE TO COMMANDER.  
A1.6.4.10. SCHEDULES AND NOTIFIES MEMBER OF APPOINTMENT WITH AREA DEFENSE COUNCIL, IF NECESSARY.  
A1.6.4.11. SCHEDULES AND NOTIFIES MEMBER OF FOLLOW-UP APPOINTMENT WITH COMMANDER.  
A1.6.4.12. COORDINATES WITH OTHER APPROPRIATE BASE AGENCIES.  
A1.6.4.13. PREPARES COPIES.  
A1.6.4.14. REPEAT STEPS 11-13 UPON MEMBER'S APPEAL.  
A1.6.4.15. HAND CARRIES TO APPROPRIATE AGENCY.  
A1.6.4.16. FILES UNIT COPIES.  
A1.6.4.17. AUDITS TRANSACTION REPORT.  
A1.6.5. PROCESSES JUDICIAL ACTION (COURT MARTIAL):  
A1.6.5.1. RECEIVES NOTIFICATION.  
A1.6.5.2. GOES TO JA TO PICK UP CHARGES.  
A1.6.5.3. GIVES TO COMMANDER FOR REVIEW.  
A1.6.5.4. PREPARES PACKAGE WITH ATTACHMENTS.  
A1.6.5.5. GIVES TO COMMANDER FOR REVIEW.  
A1.6.5.6. PREPARES IN FINAL.



- A1.6.5.7. SCHEDULES AND NOTIFIES MEMBER OF INITIAL APPOINTMENT WITH COMMANDER.
- A1.6.5.8. GIVES PACKAGE TO COMMANDER.
- A1.6.5.9. PREPARES COPIES FOR MEMBER.
- A1.6.5.10. SCHEDULES AND NOTIFIES MEMBER OF APPOINTMENT WITH AREA DEFENSE COUNCIL, IF NECESSARY.
- A1.6.5.11. SCHEDULES AND NOTIFIES MEMBER OF FOLLOW-UP APPOINTMENT WITH COMMANDER.
- A1.6.5.12. PROCESSES APPELLATE LEAVE, IF APPLICABLE.
- A1.6.5.13. PREPARES COPIES FOR MEMBER, FILES, ETC.
- A1.6.5.14. HAND CARRIES TO APPROPRIATE AGENCY.
- A1.6.5.15. FILES COPIES.

**A1.7. OUTPROCESSES PERSONNEL:**

- A1.7.1. RECEIVES ASSIGNMENT, RETIREMENT, OR SEPARATION APPLICATION OR NOTIFICATION.
- A1.7.2. REVIEWS, PREPARES ENDORSEMENT, AND COORDINATES.
- A1.7.3. FORWARDS ASSIGNMENT APPLICATION, NOTIFICATION, OR CANCELLATION TO MEMBER.
- A1.7.4. PROVIDES UNIT OUTPROCESSING CHECKLIST TO MEMBER.
- A1.7.5. SETS UP APPOINTMENT WITH FIRST SERGEANT AND COMMANDER, IF DESIRED.
- A1.7.6. WEIGHS MEMBER.
- A1.7.7. REMOVES MEMBER FROM UNIT DUTY ROSTER AND PERSONNEL LOCATOR FILE.
- A1.7.8. VERIFIES DOCUMENTATION.
- A1.7.9. OBTAINS AND FILES COPY OF PCS/SEPARATION/RETIREMENT ORDER.
- A1.7.10. VERIFIES ALL EVALUATIONS HAVE BEEN WRITTEN ON SUBORDINATES, IF NECESSARY
- A1.7.11. PREPARES DOCUMENTS NEEDED TO OUTPROCESS.
- A1.7.12. OBTAINS AND PREPARES CERTIFICATES, IF APPLICABLE.
- A1.7.13. ANNOTATES CHECKLIST.
- A1.7.14. FORWARDS DOCUMENTATION TO APPROPRIATE AGENCY.
- A1.7.15. SETS UP RETIREMENT CEREMONY, IF DESIRED.
- A1.7.16. DISPOSES OF THE PIF.

**A1.8. MANAGES PUBLICATIONS AND FORMS DISTRIBUTION:**

- A1.8.1. PERFORMS UNIT CUSTOMER ACCOUNT REPRESENTATIVE (CAR) DUTIES.
- A1.8.2. DETERMINES PUBLICATION REQUIREMENTS.
- A1.8.3. REVIEWS PUBLICATION BULLETINS
- A1.8.4. PROCESSES REQUIREMENTS FROM SUBACCOUNT REPRESENTATIVES (SARs).
- A1.8.5. PREPARES AND FORWARDS REQUIREMENTS TO PUBLICATIONS DISTRIBUTION OFFICE.
- A1.8.6. MAINTAINS UNIT RECORDS.
- A1.8.7. RECEIVES AND DISTRIBUTES PUBLICATIONS.
- A1.8.8. CONSOLIDATES SAR FORMS REQUIREMENTS.
- A1.8.9. PREPARES AND FORWARDS REQUISITION REQUIREMENTS TO PDO.
- A1.8.10. RECEIVES AND DISTRIBUTES FORMS.
- A1.8.11. TRAINS SARs.
- A1.8.12. CONTROLS ACCOUNTABLE FORMS.

**A1.9. MANAGES RECORDS:**

- A1.9.1. PERFORMS UNIT FUNCTIONAL AREA RECORDS MANAGEMENT (FARM) DUTIES.
- A1.9.2. MAINTAINS RECORDS INFORMATION MANAGEMENT SYSTEM (RIMS).
- A1.9.3. REVIEWS FILE PLANS AND FORWARDS TO RECORDS MANAGER.
- A1.9.4. INSPECTS OFFICES OF RECORD.
- A1.9.5. PREPARES AND SUBMITS FARM REPORT.
- A1.9.6. REQUESTS FILING EQUIPMENT.
- A1.9.7. IDENTIFIES PERSONNEL FOR TRAINING.
- A1.9.8. COORDINATES RECORDS TRANSFER TO STAGING AREA.

**A1.10. UPDATES AND CHANGES PERSONNEL INFORMATION (PHYSICAL PROFILE, CHANGE OF REPORTING OFFICIAL, DUTY TITLE CHANGE, SPECIALTY/LINE BADGE, PERSONNEL RELIABILITY PROGRAM, GOOD CONDUCT MEDAL, AND PERSONNEL SECURITY PROGRAM):**

- A1.10.1. RECEIVES NOTIFICATION OR APPLICATION.
- A1.10.2. REVIEWS UPDATE OR CHANGE, AS REQUIRED.
- A1.10.3. PREPARES NECESSARY PAPERWORK.
- A1.10.4. ENSURES TRAINING AND CERTIFICATES ARE COMPLETE, AS NEEDED.
- A1.10.5. UPDATES RECORDS, ROSTERS, LISTS, FILES, ETC.
- A1.10.6. NOTIFIES MEMBER.
- A1.10.7. FILES.
- A1.10.8. AUDITS TRANSACTION REGISTERS.

**A1.11. PROCESSES DECORATIONS:**

- A1.11.1. SUBMITS OR RECEIVES RECOMMENDATION FOR DECORATION.
- A1.11.2. RECEIVES CONSIDERATION FROM MPF.
- A1.11.3. ESTABLISHES AND MONITORS SUSPENSE.
- A1.11.4. FORWARDS TO SUPERVISOR FOR RECOMMENDATION.
- A1.11.5. REVIEWS FOR QUALITY CONTROL OF NARRATIVE AND CITATION.
- A1.11.6. LOGS ACTION DATES ON SUSPENSE SLIP.
- A1.11.7. PROCESSES NONRECOMMENDATIONS.
- A1.11.8. FORWARDS TO MPF.
- A1.11.9. AUDITS TRANSACTION REGISTER.

**A1.12. PROCESSES APPLICATIONS, REQUESTS, AND CLAIMS (OFF-DUTY EMPLOYMENT, REQUEST TO RESIDE OFF-BASE WITHOUT BAQ, ADVANCE PAY, SPECIFIED PERIOD OF TIME CONTRACT, SPECIAL DUTY PAY, PERSONAL CLOTHING, SQUADRON PASS, PRIVACY ACT REQUEST, FREEDOM OF INFORMATION ACT (FOIA) REQUEST, DINER'S CLUB, BASIC ALLOWANCE FOR SUBSISTENCE, SUBSISTENCE IN KIND, AND MILITARY PAY ORDER):**

- A1.12.1. RECEIVES AND REVIEWS APPLICATION, CLAIM, OR REQUEST.
- A1.12.2. OBTAINS ADDITIONAL INFORMATION, IF NECESSARY.
- A1.12.3. VERIFIES ELIGIBILITY, IF NEEDED.
- A1.12.4. BRIEFS MEMBER ON NECESSARY INFORMATION.
- A1.12.5. PREPARES FORMS, LETTERS, OR REPORTS.
- A1.12.6. ATTACHES NECESSARY DOCUMENTATION.
- A1.12.7. CONSULTS WITH OR FORWARDS TO APPROPRIATE AGENCY.
- A1.12.8. OBTAINS COMMANDER'S SIGNATURE.
- A1.12.9. MAINTAINS COPY AND FILES, IF NEEDED.
- A1.12.10. RETURNS TO MEMBER OR APPROPRIATE AGENCY.

**A1.13. MAINTAINS UNIT PUBLICATIONS:**

- A1.13.1. RECEIVES UPDATE/CHANGE NOTIFICATION.
- A1.13.2. ROUTES TO APPROPRIATE OPR FOR ACTION.
- A1.13.3. SUSPENSES ACTION.
- A1.13.4. PREPARES REGULATION OR OPERATING INSTRUCTION (OI).
- A1.13.5. COORDINATES DRAFT, AS REQUIRED.
- A1.13.6. FORWARDS FOR APPROVAL AND PUBLICATION.
- A1.13.7. REPRODUCES FINAL AND DISTRIBUTES COPIES.
- A1.13.8. MAINTAINS RECORD SET.
- A1.13.9. PREPARES AND MAINTAINS INDEX.
- A1.13.10. ENSURES ANNUAL REVIEW BY OPR.

**A1.14. PROCESSES REENLISTMENT OR PROMOTION:**

- A1.14.1. RECEIVES AND PROCESSES NOTIFICATION OF ELIGIBILITY.
- A1.14.2. WEIGHS MEMBER, IF REQUIRED.

- A1.14.3. VERIFIES ELIGIBILITY.
- A1.14.4. PREPARES DOCUMENTATION.
- A1.14.5. OBTAINS COMMANDER'S SIGNATURE.
- A1.14.6. FORWARDS TO MPF.
- A1.14.7. MAKES COPY AND FILES IN PIF.
- A1.14.8. SCHEDULES CEREMONY, IF DESIRED.

**A1.15. MANAGES AWARDS AND SPECIAL PROGRAMS:**

- A1.15.1. DETERMINES REQUIREMENTS.
- A1.15.2. SOLICITS AND SUSPENSES NOMINATIONS.
- A1.15.3. SCHEDULES, ORGANIZES, AND CONDUCTS BOARD, AS NEEDED.
- A1.15.4. REVIEWS AND FINALIZES NOMINATION PACKAGES.
- A1.15.5. FORWARDS PACKAGES.
- A1.15.6. PREPARES AWARDS OR CEREMONIES, AS REQUIRED.

**A1.16. MANAGES WEIGHTED AIRMAN PROMOTION SYSTEM (WAPS) MATERIAL AND TESTING:**

- A1.16.1. ORDERS AND ISSUES PROMOTION FITNESS EXAMINATION (PFE) STUDY MATERIAL.
- A1.16.2. ORDERS AND ISSUES SKILL KNOWLEDGE AND TESTING (SKT) STUDY MATERIAL.
- A1.16.3. CONTROLS AND SUSPENSES MATERIAL.
- A1.16.4. MAINTAINS EXTENSION COURSE INSTITUTE (ECI) CATALOG.
- A1.16.5. SCHEDULES PERSONNEL FOR TESTING.
- A1.16.6. DISTRIBUTES WAPS DATA VERIFICATION.
- A1.16.7. RESCHEDULES, AS NEEDED.

**A1.17. PROCESSES TDY ORDERS:**

- A1.17.1. RECEIVES INFORMATION REQUIRED FOR ORDERS.
- A1.17.2. ORIGINATES ORDER.
- A1.17.3. TRANSMITS VIA PC-III.
- A1.17.4. PRINTS, REPRODUCES, AND DISTRIBUTES.
- A1.17.5. MAINTAINS ORDERS RECORD SETS.

**A1.18. PROCESSES REPORTS OF INVESTIGATION, INQUIRIES, ETC. (INCLUDES INCIDENT, COMPLAINT, AND LINE OF DUTY DETERMINATION REPORTS):**

- A1.18.1. RECEIVES INVESTIGATION, INQUIRY, ETC.
- A1.18.2. SUSPENSES UNTIL ACTION COMPLETED.
- A1.18.3. FORWARDS TO COMMANDER FOR REVIEW.
- A1.18.4. FORWARDS/COORDINATES WITH APPROPRIATE AGENCY.
- A1.18.5. PREPARES AND FORWARDS REPLY.
- A1.18.6. MAINTAINS FILE COPY, AS REQUIRED.

**A1.19. MAINTAINS PUBLICATIONS LIBRARY:**

- A1.19.1. DETERMINES PUBLICATION REQUIREMENTS.
- A1.19.2. MONITORS PUBLICATION BULLETINS.
- A1.19.3. PROCURES NEW PUBLICATIONS.
- A1.19.4. POSTS CHANGES AND SUPPLEMENTS.
- A1.19.5. CHECKS OUT AND MONITORS LOAN OF PUBLICATIONS.

**A1.20. MANAGES CONTINGENCY PROGRAM:**

- A1.20.1. REVIEWS ELIGIBILITY ROSTERS (READY AND AUGMENTEE) OR REQUEST.
- A1.20.2. ANALYZES DATA.
- A1.20.3. DETERMINES ELIGIBILITY.
- A1.20.4. SELECTS PERSONNEL.
- A1.20.5. COORDINATES SELECTION WITH MEMBER AND AGENCY.
- A1.20.6. PREPARES & MAINTAINS READY FOLDERS.

**A1.21. MANAGES SUBSTANCE ABUSE CONTROL PROGRAM:**

- A1.21.1. RECEIVES RANDOM URINALYSIS TESTING LIST OR OTHER NOTIFICATION AND NOTIFIES SELECTEES.
- A1.21.2. SCHEDULES TESTING AND MONITORS NO-SHOWS.
- A1.21.3. COMPLETES REQUEST FOR EVALUATION.
- A1.21.4. FORWARDS FORM TO SOCIAL ACTIONS.

**A1.22. PROCESSES PERSONNEL SELECTIONS (PROFESSIONAL MILITARY EDUCATION, AIR FORCE-SPONSORED EDUCATION/COMMISSIONING PROGRAM, AND RETRAINING REQUEST):**

- A1.22.1. RECEIVES QUOTA OR REQUEST.
- A1.22.2. NOTIFIES SELECTEE AND SUPERVISOR.
- A1.22.3. SCHEDULES APPOINTMENT WITH COMMANDER OR FIRST SERGEANT, IF NEEDED.
- A1.22.4. PREPARES DOCUMENTATION OR RECOMMENDATION PAPERWORK.
- A1.22.5. OBTAINS SIGNATURES.
- A1.22.6. FORWARDS TO APPROPRIATE AGENCY.
- A1.22.7. FILES COPY, IF NEEDED.
- A1.22.8. ANNOTATES ROSTERS, IF APPLICABLE.

**A1.23. SCHEDULES MEDICAL AND DENTAL APPOINTMENTS:**

- A1.23.1. RECEIVES ROSTER AND RIPS.
- A1.23.2. CONTACTS CLINIC FOR BLOCK OF APPOINTMENTS.
- A1.23.3. SETS APPOINTMENTS AND ANNOTATES RIPS.
- A1.23.4. DISTRIBUTES.
- A1.23.5. RECEIVES MONTHLY NO-SHOW LIST.
- A1.23.6. RESCHEDULES NO-SHOWS.
- A1.23.7. RESCHEDULES APPOINTMENTS ON REQUEST.
- A1.23.8. FILES RIPS.

**A1.24. MANAGES COMMANDER'S CALENDAR:**

- A1.24.1. RECEIVES APPOINTMENT REQUEST.
- A1.24.2. SCHEDULES.
- A1.24.3. UPDATES.
- A1.24.4. VERIFIES.
- A1.24.5. PUBLISHES AND DISTRIBUTES.

**A1.25. PROCESSES RECURRING REPORTS (PERSONNEL STATUS, SUBSISTENCE STRENGTH, PUBLIC AFFAIRS, AND COPIER):**

- A1.25.1. COLLECTS DATA.
- A1.25.2. ANALYZES.
- A1.25.3. CONSOLIDATES.
- A1.25.4. PREPARES AND FORWARDS REPORT TO APPROPRIATE AGENCY.

**A1.26. MANAGES COMMANDER'S RECOGNITION PROGRAMS (MEDAL PRESENTATION, INDIVIDUAL RECOGNITION, ETC.):**

- A1.26.1. SCHEDULES TIME AND PLACE.
- A1.26.2. NOTIFIES PERSONNEL.
- A1.26.3. DETERMINES NEED FOR AUDIOVISUAL EQUIPMENT.
- A1.26.4. OBTAINS EQUIPMENT, DECORATIONS, AWARDS, CERTIFICATES, ETC.
- A1.26.5. SCHEDULES PHOTOGRAPHER.
- A1.26.6. GATHERS BIOGRAPHY AND GUEST INFORMATION.
- A1.26.7. PREPARES AGENDA.
- A1.26.8. SETS UP ROOM.
- A1.26.9. RETURNS EQUIPMENT.

A1.26.10. PICKS UP DEVELOPED PICTURES.

A1.26.11. DISTRIBUTES PICTURES.

**A1.27. MANAGES UNIT WEIGHT MANAGEMENT PROGRAM (WMP) AND PHYSICAL FITNESS PROGRAM:**

A1.27.1. RECEIVES LIST OR COMMANDER'S REQUEST AND NOTIFIES MEMBER.

A1.27.2. WEIGHS INDIVIDUAL AND DOCUMENTS.

A1.27.3. OBTAINS BODY FAT MEASUREMENT AND DOCUMENTS.

A1.27.4. MAKES MEDICAL EVALUATION APPOINTMENT AND DIET COUNSELING APPOINTMENT.

A1.27.5. NOTIFIES INDIVIDUAL OF ENTRY INTO WMP; BRIEFS STANDARDS AND RESPONSIBILITIES.

A1.27.6. UPDATES SYSTEM.

A1.27.7. MONITORS PROGRESS.

A1.27.8. INITIATES ADMINISTRATIVE ACTION, IF NEEDED.

A1.27.9. MAINTAINS CASE FILE.

A1.27.10. REQUESTS LISTING, IF APPLICABLE.

A1.27.11. CONDUCTS ANNUAL AEROBICS TESTING (HEART RATE LIMITED FITNESS PROGRAM).

A1.27.12. CALIBRATES SCALE.

A1.27.13. AUDITS TRANSACTION REGISTER.

**A1.28. SCHEDULES SPECIAL DETAILS:**

A1.28.1. RECEIVES DETAIL TASKING.

A1.28.2. DETERMINES APPROPRIATE INDIVIDUAL(S).

A1.28.3. NOTIFIES SUPERVISOR/INDIVIDUAL.

A1.28.4. PREPARES LETTER(S) OF APPOINTMENT.

A1.28.5. NOTIFIES REQUESTER/TASKER.

A1.28.6. UPDATES DETAIL ROSTER/FILE.

**A1.29. MAINTAINS UNIT PERSONNEL MANAGEMENT ROSTER AND LISTING:**

A1.29.1. REVIEWS ROSTER.

A1.29.2. AUDITS.

A1.29.3. ANNOTATES.

A1.29.4. RETURNS ROSTER, AS APPROPRIATE.

**A1.30. MAINTAINS UNIT DUTY ROSTER:**

A1.30.1. PREPARES THE DUTY ROSTER.

A1.30.2. DISTRIBUTES.

A1.30.3. POSTS COPY ON THE UNIT BULLETIN BOARD.

A1.30.4. RETAINS FILE COPY.

A1.30.5. MAINTAINS INACTIVE CARD FILE ON DEPARTED INDIVIDUAL.

**A1.31. SCHEDULES, PREPARES, AND ATTENDS STAFF MEETINGS:**

A1.31.1. SCHEDULES TIME AND PLACE.

A1.31.2. NOTIFIES PERSONNEL.

A1.31.3. DETERMINES NEED FOR AUDIOVISUAL EQUIPMENT.

A1.31.4. OBTAINS EQUIPMENT, RESOURCES, AND PAPERWORK.

A1.31.5. PREPARES AGENDA.

A1.31.6. SETS UP LOCATION.

A1.31.7. RESCHEDULES, IF NECESSARY.

A1.31.8. TAKES MINUTES.

A1.31.9. RETURNS EQUIPMENT AND RESOURCES.

A1.31.10. PREPARES AND DISTRIBUTES MINUTES.

## VARIANCES

### SQUADRON COMMANDER'S SUPPORT STAFF

**A2.1. Title.** Positive Mission and Environment Variance for Overseas Short Tour and CONUS Remote Tour Locations.

**A2.1.1. Definition.** A Squadron Commander's Support Staff provides increased service to personnel assigned overseas on short tours or CONUS remote tours. The rotation rate is higher, thereby causing more incoming and outgoing personnel actions and decorations. There is also more leave processing associated with consecutive overseas tours, environmental, morale, and emergency leave, etc. There may also be a higher frequency of evaluations written because of the high turnover. There are also additional processes performed, such as ration control and special travel document processing. There is less workload associated with customer assistance, administrative communications management, maintaining the commander's calendar, and staff meetings.

**A2.1.2. Impact.** +0.11 manpower requirements.

**A2.1.3. Applicability.** Applies to all squadrons at locations where the unaccompanied tour length is less than 18 months (AFI 36-2110, *Assignments*, Table 4-1), and where the extended Man-hour Availability Factor (MAF) applies, to include Continental Isolated Stations.

**A2.2. Title.** Positive Mission and Environment Variance for Overseas Long Tour Locations.

**A2.2.1. Definition.** Additional support is provided to personnel assigned on overseas long tours. There is more leave processing associated with consecutive overseas tours, environmental, morale, and emergency leave, and early return of dependents. They may also have more special details.

**A2.2.2. Impact.** +0.20 manpower requirements.

**A2.2.3. Applicability.** Applies to all overseas installations, to include Alaska and Hawaii, with an unaccompanied tour length greater than 18 months (AFI 36-2110, Table 4-1).

**A2.3. Title.** Positive Mission Variance for Performing PC-III Endpoint Administrator Duties.

**A2.3.1. Definition.** Any unit may be designated a PC-III endpoint. Each endpoint will need an individual to be the endpoint administrator. Additional workload is associated with this duty.

**A2.3.2. Impact.** +0.05 manpower requirements.

**A2.3.3. Applicability.** Applies to all units designated as a PC-III endpoints.

**A2.4. Title.** Positive Mission Variance for a Deputy Position.

**A2.4.1. Definition.** Some squadrons may require a civilian deputy position be authorized based on historical precedence.

**A2.4.2. Impact.** +1 manpower requirement per applicable squadron.

**A2.4.3. Applicability:**

**A2.4.3.1.** Civil Engineering Squadrons are authorized a Civilian Deputy based on historical precedence and Air Staff approval of the Objective Wing Organizational structure. The following Civil Engineering Squadrons are authorized a Military Deputy.

**A2.4.3.1.1.** 51st Civil Engineering Squadron, Osan AB, Lieutenant Colonel.

A2.4.3.1.2. 8th Civil Engineering Squadron, Kunsan AB, Major.

A2.4.3.2. All Supply Squadrons are authorized a Civilian Deputy based on historical precedence and Air Staff approval of the Objective Wing Organizational structure. The following Supply Squadrons are authorized a Military Deputy.

A2.4.3.2.1. 354th Supply Squadron, Eielson AFB, Major.

A2.4.3.2.2. 18th Supply Squadron, Kadena AB, Lieutenant Colonel.

A2.4.3.2.3. 8th Supply Squadron, Kunsan AB, Major.

A2.4.3.2.4. 432d Supply Squadron, Misawa AB, Major.

A2.4.3.2.5. 51st Supply Squadron, Osan AB, Major.

A2.4.3.2.6. 374th Supply Squadron, Yokota AB, Captain.

A2.4.3.2.7. 3d Supply Squadron, Elmendorf AFB, Major

A2.4.3.3. All Services Squadrons are authorized a Civilian Deputy based on historical precedence and Air Staff approval of the Objective Wing Organizational structure.

A2.4.3.4. The following Communications Squadrons are authorized a deputy based on scope of mission, environmental conditions, technological complexity of mission and high-level staff responsibilities.

A2.4.3.4.1. 15th Communications Squadron, Hickam AFB, Lieutenant Colonel.

A2.4.3.4.2. 18th Communications Squadron, Kadena AB, Lieutenant Colonel.

A2.4.3.4.3. 51st Communications Squadron, Osan AB, Lieutenant Colonel.

A2.4.3.4.4. 1st Communications Squadron, Langley AFB, Lieutenant Colonel.

A2.4.3.4.5. 374th Communications Squadron, Yokota AB, Lieutenant Colonel.

A2.4.3.4.6. 21st Communications Squadron, Peterson AFB, Civilian

A2.4.3.4.7. 30th Communications Squadron, Vandenberg AFB, Civilian

A2.4.3.5. The 554th Transportation Squadron, Nellis AFB, is authorized a civilian deputy. The 554 TRNS is the largest transportation squadron in Air Combat Command (ACC) and is the only such squadron with a Resource Plans flight having responsibility to direct and coordinate installation mobility operations.

A2.4.3.6. The 554th Range Squadron, Nellis AFB, is authorized a deputy Lieutenant Colonel. The 554 RS is responsible for the management of the air and ground space of three geographically separated operating locations and 3.5 million acres of combat and test ranges in Nevada and Eastern California. This requires an extraordinary amount of coordination with all service branches, friendly foreign military Air Forces, the Department of Energy, Department of Transportation, and Department of Interior to ensure the efficient and proper use of range airspace and acreage.

A2.4.3.7. The 554th Security Police Squadron, Nellis AFB, is authorized a deputy Lieutenant Colonel. The 554 SPS includes an additional flight responsible for providing desert warfare training to all Air Force security police units.

A2.4.3.8. The following operations E-3 squadrons require a deputy commander because of mission and size of unit.

A2.4.3.8.1. 961st Air Warning Control Squadron, Kadena AB, Lieutenant Colonel.

A2.4.3.8.2. 962d Air Warning Control Squadron, Elmendorf AFB, Major

A2.4.3.9. The following squadrons require a deputy position. The AWACS operations squadrons support seven CINCs and deploy continuously. Home station flying necessitates the need for a commander at home as well as at the deployed location.

A2.4.3.9.1. 963d Airborne Air Control Squadron, Tinker AFB, Lieutenant Colonel.

A2.4.3.9.2. 964th Airborne Air Control Squadron, Tinker AFB, Lieutenant Colonel.

A2.4.3.9.3. 965th Airborne Air Control Squadron, Tinker AFB, Lieutenant Colonel.

## **A2.5. Title.** Positive Mission Variance for Personnel Reliability Program (PRP).

A2.5.1. **Definition.** For units with a nuclear or command and control responsibility, increased personnel support is needed to manage the program. The increase is found in more frequent visits to the office, and an increase in the number of personnel information updates and changes.

A2.5.2. **Impact.** +0.0026 manpower requirements per person on PRP.

A2.5.3 **Applicability.** Applies to all squadrons with a nuclear or command and control mission with at least 10 people coded A, B, C, D, E, F, H, L, M, and T.

**A2.6. Title.** Negative Mission Variance for Recruiting Squadrons.

**A2.6.1. Definition.** Recruiting Service is a highly selective, special duty assignment restricted to NCOs, and above. Personnel selected for recruiting duty are "hand picked" and subjected to an intense review process. As a result, they do not have the same types, or numbers, of personal problems experienced by other Air Force squadrons (Article 15s, court-martials, control rosters, etc.). One personnel specialist is adequate to handle all personnel actions.

**A2.6.2. Impact.** -1 SRA 3S0XX.

**A2.6.3. Applicability.** Applies to all Recruiting Squadrons with a population exceeding 100 personnel.

A2.6.3.1. 311th USAFRSQ at Corapolis PA

A2.6.3.2. 313th USAFRSQ at N. Syracuse NY

A2.6.3.3. 317th USAFRSQ at Andrews AFB MD

A2.6.3.4. 332d USAFRSQ at Nashville TN

A2.6.3.5. 338th USAFRSQ at Wright-Patterson AFB OH

A2.6.3.6. 339th USAFRSQ at Clinton Township MI

A2.6.3.7. 341st USAFRSQ at Lackland AFB TX

A2.6.3.8. 347th USAFRSQ at Milwaukee WI

A2.6.3.9. 364th USAFRSQ at McClellan AFB CA

A2.6.3.10. 367th USAFRSQ at Lowry AFB CO

**A2.7. Title.** Positive Mission Variance for Providing Support to Non-11th Support Wing Agencies.

**A2.7.1. Definition.** 11th Mission Support Squadron at Bolling AFB provides support to Air Force personnel assigned to the Air Staff, Secretariat, DoD, JCS, and Air Force elements in the greater Washington DC area when those individuals are assigned to an organization without a commander or Commander's Support Staff. The 11 MSSQ provides support for processes 6, 12, 18, and 28, and element 21.2 for personnel assigned to these organizations.

**A2.7.2. Impact.** +0.04 requirements.

**A2.7.3. Applicability.** Applies to the 11 MSSQ at Bolling AFB.

**A2.8. Title.** Negative Mission Variance for the Squadron Commander and Neutral Mission Variance for the Grade of the Squadron Section Commander.

**A2.8.1. Definition.** The 11th Mission Support Squadron, OLP, is aligned under the 11th Support Group Commander, Bolling AFB. There is no requirement for a squadron commander. The squadron section is responsible for all personnel in the 11th Support Wing personnel assigned to the Pentagon, not assigned to the 11th Security Police Squadron or the 11th Contracting Squadron, as well as having limited responsibilities for other Air Force personnel in the National Capital Region. The duties and responsibilities of the squadron section commander require a grade of major.

**A2.8.2. Impact.** -1 Lieutenant Colonel Commander. Change grade of the section commander to a Major.

**A2.8.3. Applicability.** Applies to the 11th Mission Support Squadron.

**A2.9. Title.** Positive Mission Variance for Additional Administrative Support.

**A2.9.1. Definition.** The 49th Training Squadron is responsible for the 49th Fighter Wing Simulator Section and School Registrar operations, and managing three contracts involving nearly 40 civilian contract personnel. These commitments place a burden on the 49 TS administrative support section. Extra workload is generated by additional



reports and associated paperwork required to support the training requirements of not one, but two Foreign Military Sales units. Due to the size and geographic layout of Holloman AFB, the 49 TS must operate out of two locations. The F117s (requiring full-time administrative support) operate on the west side of the base, while the F-4's (German) and AT-38s (Taiwanese) operate on the east side of the base. The excessive workload and travel distance involved warrant an additional administrative position in order to meet all operational commitments.

A2.9.2. **Impact.** +1 SRA 3A051.

A2.9.3. **Applicability.** Applies to the 49th Training Squadron, Holloman AFB.

**A2.10. Title.** Positive Mission Variance for Operations Officer.

A2.10.1. **Definition.** Position defined per the CSAF-directed Objective Wing structure for the Operations and Operations Support Squadron.

A2.10.2. **Impact.** +1 Lt Col

A2.10.3 **Applicability.** All Operations and Operations Support Squadrons.

★A2.11. **Title.** Positive Mission Variance for a TSgt, 3A071.

A2.11.1. **Definition.** Position required to perform additional duties within the flying, missile, and space operations units.

A2.11.2. **Impact.** +1 TSgt, 3A071.

A2.11.3. **Applicability.** All flying, missile, and space operations squadrons. In addition, operation support squadrons that do not earn a squadron section commander.

★A2.12. **Title.** Positive Mission Variance for Services Direct Reporting Unit.

A2.12.1. **Definition.** Position required to perform duties at DRU and base level.

A2.12.2. **Impact.** +1 Civilian.

A2.12.3. **Applicability.** Applies to 10 Services Squadron.

★A2.13. **Title.** Positive Mission Variance for Consolidated Orderly Room Function.

A2.13.1. **Definition.** Consolidate 10 Civil Engineering Squadron and 510 Civil Engineering Squadron under 10 Civil Engineer Group for a more centralized and efficient orderly room.

A2.13.2. **Impact and Applicability.** 10 CEG, +5 Enlisted; 10 CES, -3 Enlisted; 510 CES, -2 Enlisted.

★A2.14. **Title.** Positive Mission Variance for First Sergeant Support.

A2.14.1. **Definition.** Position required to assist the First Sergeant in administering First Sergeant duties. Position will work for the First Sergeant.

A2.14.2. **Impact.** +1 TSgt, 3A071.

A2.14.3. **Applicability.** Applies to 18 Maintenance Squadron, Kadena AB.

★A2.15. **Title.** Positive Mission Variance for Security Police Liaison.

A2.15.1. **Definition.** Position required to assist the commander in coordinating with host nation agencies, works matters of jurisdiction over incidents and accidents involving Status of Forces Agreement, and coordinate with alleged offender and host agencies.

A2.15.2. **Impact and Applicability:**

8th Security Police Squadron, Kunsan AB	+1 Local National (LN) Civ
51st Security Police Squadron, Osan AB	+1 LN Civ
35th Security Police Squadron, Misawa AB	+1 LN Civ
18th Security Police Squadron, Kadena AB	+3 (1 US Civ, 2 LN Civ)
374th Security Police Squadron, Yokota AB	+6 (LN Civ)

★ A2.16. **Title.** Positive Mission Variance for Language Specialist in Korea.

A2.16.1. **Definition.** Position required to act as translator in assisting management in circumventing language problems and cultural barriers.

A2.16.2. **Impact.** +1 Local National Civilian.

A2.16.3. **Applicability.** Applies to the following maintenance squadrons:

A2.16.3.1. 8th Maintenance Squadron, Kunsan AB.

A2.16.3.2. 51st Maintenance Squadron, Osan AB.

★ A2.17. **Title.** Positive Mission Variance for Executive Officer.

A2.17.1. **Definition.** Position required to provide the capability to oversee information management activities. The critical balance between span of control and diversity of functions managed is the key driver for this requirement.

A2.17.2. **Impact.** +1 Captain.

A2.17.3. **Applicability.** Applies to 750th Mission Support Squadron, Onizuka AS.

★ A2.18. **Title.** Positive Mission Variance for Administrative Officer.

A2.18.1. **Definition.** Position required to oversee the administrative activities, handle protocol duties, represent the commander in interaction with other agencies at all levels, implement, direct and coordinate executive functions, services, and activities, and manage unit programs/special projects as directed.

A2.18.2. **Impact.** +1 Captain.

A2.18.3. **Applicability.** Applies to the following Space Warning Squadrons:

A2.18.3.1. 5th Space Warning Squadron, Thule AS.

A2.18.3.2. 12th Space Warning Squadron, Woomera AS.

★ A2.19. **Title.** Positive Mission Variance for Tactical Airlift Deployment Administrative Support.

A2.19.1. **Definition.** Position required to deploy for extended periods of time to assist the mission commander.

A2.19.2. **Impact.** +1 Enlisted.

A2.19.3. **Applicability.** Applies to the following Airlift Squadrons:

A2.19.3.1. 50th Airlift Squadron, Little Rock AFB.

A2.19.3.2. 61st Airlift Squadron, Little Rock AFB.

★ **A2.20. Title.** Positive Mission Variance for Readiness in Base Services (RIBS) Mobility Support.

A2.20.1. **Definition.** Position required to provide administrative support for a 40-person RIBS mobility team and home station workload.

A2.20.2. **Impact.** +1 Enlisted.

A2.20.3. **Applicability.** Applies to 314th Services Squadron, Little Rock AFB.

**SQUADRON COMMANDER'S SUPPORT STAFF****PROCESS ANALYSIS SUMMARY**

<b>PROCESS TITLE</b>	<b>AVERAGE PROCESS ACCOMPLISHMENT TIME</b>	<b>PROJECTED WORKLOAD</b>	<b>FRACTIONAL MANPOWER</b>
COMMANDER	N/A	N/A	1.00
FIRST SERGEANT	N/A	N/A	1.00
PROVIDES CUSTOMER ASSISTANCE	5 minutes	48 customers/day	0.52
MANAGE UNIT ADMINISTRATIVE COMMUNICATIONS	6 hours/day	daily	0.78
MANAGES UNIT LEAVE PROGRAM	13 minutes	45 leaves/month	0.06
PROCESSES EVALUATIONS	1.5 hours	20 evaluations/month	0.19
INPROCESSES PERSONNEL	70 minutes	6 incoming/month	0.04
PROCESSES ADMINISTRATIVE AND DISCIPLINARY ACTIONS	1 hour	7 actions/month	0.04
OUTPROCESSES PERSONNEL	30 minutes	6 outgoing/month	0.02
MANAGES PUBLICATIONS & FORMS DISTRIBUTION	1 hour/month	5 Subaccount Representatives	0.03
MANAGES RECORDS	30 minutes/month	10 Offices of Record	0.02
UPDATES AND CHANGES PERSONNEL INFORMATION	20 minutes	25 changes/month	0.05
PROCESSES DECORATIONS	70 minutes	6 decorations/month	0.04
PROCESSES APPLICATIONS, REQUESTS, AND CLAIMS	10 minutes	20 applications, requests, or claims/month	0.02
PROCESSES UNIT PUBLICATIONS	1 hour	3 publications/month	0.02
PROCESSES REENLISTMENT	30 minutes	4 reenlistments & 3 promotions/month	0.02
MANAGES AWARDS AND SPECIAL PROGRAMS	4 hours/program	1 program/month	0.02
MANAGES WEIGHTED AIRMAN PROMOTION SYSTEM (WAPS) MATERIAL AND TESTING	30 minutes	7 orders or tests/month	0.02
PROCESSES TDY ORDERS	30 minutes	10 trips/month	0.03
PROCESSES REPORT OF INVESTIGATION	1 hour	1 report/month	0.01
MAINTAINS PUBLICATION LIBRARY	7 hours/month	1 library	0.04
MANAGES CONTINGENCY PROGRAM	40 minutes	4 selections/month	0.02
MANAGES SUBSTANCE ABUSE CONTROL PROGRAM	20 minutes	3 requests/month	0.01
PROCESSES PERSONNEL SELECTIONS	15 minutes	6 requests/month	0.01
SCHEDULES MEDICAL AND DENTAL APPOINTMENTS	1 hour	6 blocks of appointments/month	0.04
MAINTAINS COMMANDER'S CALENDAR	5 minutes/appointment	12 appointments/day	0.13
PROCESSES RECURRING REPORTS	15 minutes	4 reports/month	0.01
MANAGES COMMANDER'S RECOGNITION PROGRAMS	2 hours	1 ceremony/month	0.01
MANAGES UNIT WEIGHT MANAGEMENT AND PHYSICAL FITNESS PROGRAM	60 minutes	10 measurements/month	0.06

SCHEDULES SPECIAL DETAILS	45 minutes	4 details/month	0.02
MAINTAINS UNIT PERSONNEL MANAGEMENT ROSTER AND LISTING	1 hour	1 roster/month	0.01
MAINTAINS UNIT DUTY ROSTER	30 minutes	5 updates/month	0.02
SCHEDULES, PREPARES, AND ATTENDS STAFF MEETINGS	2 hours	1 meeting/week	0.05
<b>TOTAL FRACTIONAL MANPOWER</b>			<b>4.36</b>